

WASHINGTON FIRE COMMISSIONERS ASSOCIATION

STRATEGIC PLAN



Mission Statement

To inform, educate, represent, lead and serve Fire Districts of Washington State in the preservation and protection of life and property.

Adopted April 19, 2008

Washington Fire Commissioners Association Strategic Plan

MISSION, VISION & GUIDING PRINCIPLES

Mission Statement

To inform, educate, represent, lead and serve Fire Districts of Washington State in the preservation and protection of life and property.

Vision Statement

- Be a recognized leader statewide in providing services to Fire Districts and their elected officials.

Guiding Principles

- Honest and open communication.
- Responsiveness.
- Participation.
- Diversity.
- Ethical behavior.
- Dependability, reliability and credibility.
- Collaboration and cooperation.

MEMBER EXPECTATIONS & SERVICES

Member Expectations

- Timely, pertinent information.
- Provide assistance with interpretation of laws, mandates and administrative rules.
- Educational opportunities.
- Influence legislation.
- Provide and maintain quality cost effective health insurance.
- Be a resource broker.
- Availability of association staff to assist members.

Priority Services Provided by the Association to its Members

- Annual conference.
- Annual fire service directory.
- Health insurance for eligible member districts.
- Legislative representation.
- Membership grant program.
- Monitoring emerging fire service issues.
- Newsletter.
- RCW Title 52 update (lawbook).
- Sample documents and forms.
- Training, education and informational services for managers and policy makers.
- Wage and benefit survey/volunteer survey.
- Website.
- Networking opportunities.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Strengths

- Experienced and knowledgeable office staff.
- Diversity in size and type of organizations and organizational cultures.
- Legislative lobbying ability.
- Communications.
- Collective experience since 1948.
- Educational opportunities.
- Opportunities for involvement.
- Financial stability.
- Genuine commitment to the public.
- Ability to work together, cooperation.
- Future oriented.
- Health care program.
- Utilization of current technology.
- New commissioner education program.

Weaknesses

- Membership participation in WFCA.
- Communication.
- Public education.
- Inability to legislate solutions.
- New commissioner education.
- Fire commissioner recruitment.
- Limited number of office staff.

Opportunities

- Utilize technology.
- Increase our legislative presence.
- National Association of Elected Fire Officials.
- Expansion of educational programs.
- Provide source of information electronically.
- Increase member participation.
- Annexation of cities by fire districts.
- Cooperative effort strategies.

Threats

- Legislative issues.
- Lack of collaboration among various fire service organizations.
- Loss of membership.
- Apathy of membership.
- Annexation by cities.
- External requests and demand on staff.
- Lack of staff succession plan.

CRITICAL ISSUES

- Membership participation.
- Health care provider program.
- Staff workload and resources.
- Legislative agenda.
- Member education.
- Maintain financial stability.
- Cooperation with other organizations.
- Member recruitment and retention.
- Public relations.

STRATEGIC INITIATIVES

Strategic Initiative 1

Increase General Membership Participation in WFCA Activities.

The Board adopted formation of a membership survey strike team with a representative from each region to determine how to effectively encourage more membership participation in the WFCA. The strike team will meet initially via conference call.

Strategic Initiative 2

Protect and Preserve the WFCA Health Care Program.

Objective: *Monitor state and federal legislative activity regarding health care and insurance.*

The Executive Secretary will give a report to the Board during regular meetings of any pending state and federal legislation that could have a material effect on the WFCA health insurance program. The Executive Secretary will need the help of the Health Care Manager and Capitol Connection to monitor state and federal legislation that could affect the program.

Strategic Initiative 3

Enhance Staff and Resource Capabilities.

Objective: *Monitor staff workload and provide financial support as needed.*

- Work with WFCA Treasurer and Finance Manager to calculate long term revenue and expenditures.
- Work with WFCA Staff to provide cost-effective employee incentives to increase effectiveness. Review job descriptions annually.
- Examine and determine impacts on staff due to new program requests prior to adoption by Board of Directors and provide fiscal impact report.

Strategic Initiative 4

Enhance an Effective Legislative Presence.

Objective A: *Continue to inform members regarding legislative issues.*

The Legislative Committee should find new and effective ways to communicate legislative issues and priorities to the members.

Objective B: *Continue to build relationships with other lobbying organizations.*

The Executive Secretary should look for every opportunity to work with other lobbying groups that have common objectives with the WFCA.

Objective C: *Educate members regarding their ongoing legislative responsibility at the federal, state, and local levels by including information in WFCA communications.*

As needed the Education Committee should have classes on how to build relationships with lawmakers with the help of Capitol Connection and how to do it with the help of PDC and the State Auditor.

Strategic Initiative 5

Increase Number and Variety of Educational Opportunities for WFCA Members.

Objective: *Investigate and develop an educational outreach program.*

- Written dos and don'ts for instructors, such as PowerPoint handouts, repeating the questions and others.
- Promote more participation in the regional educational seminars program that the WFCA offers \$1,000 for each region.
- New commissioners' start up manual – survey to commissioners: what do you need? tools, education, other.

Strategic Initiative 6

Maintain Financial Stability.

Objective: *Monitor current financial situation.*

- Continue to review monthly operating statement and payment of bills.
- Maintain good audits.
- Review yearly if dues income covers expenses and determine if a dues increase is necessary.
- Continue to maintain a reserve of one year's operating expenses.

Strategic Initiative 7

Create and Reinforce WFCA's Positive Image.

Objective A: *Improve relationships and communications with other organizations.*

Establish an annual calendar which identifies events, particularly conferences, that are being held by other fire service organizations; encourage Board participation at these events in order to enhance the WFCA's relationships with these groups.

Objective B: *Maintain and/or increase WFCA membership.*

- Revise WFCA information through pamphlets and helps, brochure and fire commissioners' handbook to provide information to new and existing commissioners.
- Continue to travel throughout the state to assist districts and advocate various services that the WFCA provides.
- Provide Board with updated membership lists so regional Board members can monitor districts for payment of dues.
- Continue to offer educational grants to new member districts for attendance at seminars and conference.

Objective C: *Develop WFCA brochure that tells the Association's story, to include an organization flow chart.*

Brochure completed.